



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

November 16, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: David E. Janssen  
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**REQUEST TO APPOINT DELLONE PASCASCIO TO THE MANAGEMENT POSITION OF CHIEF NURSING OFFICER, II AT MARTIN LUTHER KING, JR./DREW MEDICAL CENTER**

Consistent with the County's policies on management appointments, the Department of Health Services (DHS) requests authority to appoint Dellone Pascascio to the position of Chief Nursing Officer (CNO) II at Martin Luther King, Jr./Drew Medical Center (KDMC), at an annual salary of \$152,156.58, which reflects a base salary of \$133,004 annually, an additional 4 percent nurse staffing bonus of \$5,320.16 annually and a 10 percent KDMC assignment bonus of \$13,832.42 annually. Ms. Pascascio's new base salary will be at the control point for this Range 15 position and represents an increase of 15.2 percent from her current base salary. This position is vacant and budgeted at KDMC.

Ms. Pascascio has served as the Interim Chief Nursing Officer II at KDMC since October 31, 2005, and, at her current payroll title of CNO I, is receiving an additional 5.5 percent Management Appraisal and Performance Plan (MAPP) Temporary Assignment rate for serving in this capacity. The MAPP Temporary Assignment rate will cease upon Ms. Pascascio's appointment to this position.

The Department indicates that, as CNO II at KDMC, Ms. Pascascio is responsible for establishing goals, objectives and standards of nursing care for over 600 licensed nursing staff, as well as implementing and assessing nursing education programs. Other duties include providing clinical and administrative oversight of the nursing department; developing policies, procedures, and priorities; developing and justifying the KDMC nursing budget; providing advice and guidance to medical staff,

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administration and department heads as related to the nursing department; promoting effective working relationships with community agencies and groups; and participating as an active member of the KDMC Community Advisory Committee. Additional information, including the original request from DHS and an organization chart, is attached.

The Department indicates that Ms. Pascascio is highly qualified to perform in this critical position and that the promotional increase requested is consistent with her qualifications and her demonstrated work performance. Prior to accepting this interim position, Ms. Pascascio was assigned to Olive View Medical Center (OVMC), where she has approximately twenty years of experience in professional nurse management and in preparing for licensing, certification, and accreditation surveys, such as with the Centers for Medicare and Medicaid Services (CMS) and Joint Commission on Accreditation of Healthcare Organizations (JCAHO) at OVMC.

While DHS is seeking authorization to permanently promote Ms. Pascascio to the CNO II position, they indicate that she will continue to serve at KDMC only on an interim basis, for up to an estimated six months. This interim appointment is necessary in order to provide critical leadership as KDMC continues to prepare for the anticipated CMS site visit and transitions from management by Navigant Consulting, Inc. to County employees. During this period, DHS will continue to work with the Department of Human Resources to identify and select a candidate to serve at KDMC on a permanent basis.

DHS indicates that a permanent promotion for Ms. Pascascio as CNO II is appropriate, despite the interim nature of this assignment at KDMC, in order for Ms. Pascascio to be eligible for the 10 percent KDMC assignment bonus, provided to all permanent KDMC nursing staff in the units she is managing. Further, it is the Department's intent, as part of its management succession planning, to assign Ms. Pascascio on a permanent basis as the CNO II at OVMC, upon the retirement of the incumbent OVMC CNO II, which is anticipated in the coming months. Should a candidate be permanently appointed to the KDMC position before the OVMC position is available, DHS intends to have Ms. Pascascio continue to assist KDMC in this critical area and be placed against an appropriate level item at Health Services Administration until the OVMC position is available.

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As part of her interim appointment as CNO II at KDMC, Ms. Pascascio, an Antelope Valley resident, is also receiving supplemental compensation, approved by the Director of Personnel in accordance with County Code provisions, for housing and incidentals during her assignment at KDMC. This supplemental compensation will continue with Ms. Pascascio's appointment to the CNO II position at KDMC and will cease upon her appointment as CNO II at OVMC.

Based on the information provided by DHS regarding the critical need for interim nurse management at KDMC, the recommendation for approval by the Director of Personnel, and the support of the KDMC Chief Executive Officer, we concur with the DHS request for appointment of Ms. Pascascio to the CNO II position at the requested salary.

In accordance with the County's policy on managerial appointments, unless we hear otherwise from your offices by November 22, 2005, we will notify the Department that they are authorized to proceed with Ms. Pascascio's permanent appointment as CNO II.

Please let me know if you have any questions about this appointment, or your staff may contact Sheila Shima of this office at (213) 974-1160.

DEJ:DL  
SS:BK:bjs

Attachment

c: Executive Officer, Board of Supervisors  
Director of Health Services  
Director of Personnel

# MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Dellone Pascascio

Employee No.:

(Check one) **NEW HIRE:**

**PROMOTION:** X

## FACILITY/PROGRAM

Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

### SEE ATTACHMENT

Describe where the position fits into the management organizational structure:

The Chief Nursing Officer II (Item No. 5308) position is within the Department of Health Services, Martin Luther King, Jr./Drew Medical Center (KDMC) which reports to the facility Chief Executive Officer and receives technical guidance from the Medical Director. the position is an integral member of the hospital's management team.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Chief Nursing Officer II (CNOII) at KDMC is a pivotal position required to provide appropriate Nursing leadership to direct Nursing Services for the 200+bed acute care teaching hospital's broad range of inpatient and outpatient services. The CNOII is responsibility to establish goals, objectives, and standards for the nursing service; assessing and implementing educational programs for approximately 624 licensed nursing staff; and development and justification of the annual budget for personnel, facilities, training and equipment. The principle duties of the CNOII include: responsible for the overall clinical and administrative management, direction, coordination, and evaluation of the complex and diverse nursing services involved in emergency, medical, surgical, and psychiatric services; Develops competency performance standards, training programs, policy and procedure manuals, and in-service training programs in accordance with the standards for a nursing department set by federal and state regulatory, licensing and accrediting agencies; Directs development and implementation of improving Organizational Performance programs for the nursing department; provides advice to the medical staff, administration and department heads on all matters related to the nursing department; Directs the development and implementation of academic nursing programs, in cooperation with the Charles R. Drew University of Medicine; Assists in the development and implementation of organizational policies, procedures, and priorities; Participates as an active member of the KDMC Community Advisory Committee to promote the activities and services offered by the Medical Center; Promotes working relationships with community agencies and groups; and Assists in the development and justification of the KDMC operating budget.

In addition, the CNOII position is essential to fill a critical gap during the transition from Navigant to full DHS oversight. The current Navigant nursing staff's employment at KDMC will end November 1, 2005, and it is crucial that the CNOII item be filled to ensure that the gains KDMC has made under Navigant's management over the past year are maintained. As such, the CNOII will be responsible to continue the transition and interface with the Navigant replacement interim CNO staff that is expected to remain at KDMC through the CMS site visit. In this transition role, the CNOII will have responsibility to prepare the KDMC Nursing Service for and assist in the facility preparation for CMS and JCAHO reviews. This includes reassessment and continued construction/resourcing of management and staffing structures to support the safe delivery of patient care.

To facilitate the transition responsibilities between Olive View Medical Center, King Drew Medical Center and Navigant, being assumed by Dellone Pascascio, R.N., selected to fill the KDMC CNOII position, the Department obtained approval from the Department of Human Resources (approval letter attached to PAR), for housing supplement or support in accordance with County Code Chapter 5.76.030.G. **KDMC anticipates that the facility will provide Ms. Pascascio with reimbursable expenditures for supplemental housing and daily meals for not less than a six-month period from the start date of Ms. Pascascio's employment at KDMC.**

These arrangements will enable Ms. Pascascio's accessibility during regular and extended hours at KDMC. Ms. Pascascio currently resides in the city of Lancaster and would have a daily commute from her residence in to KDMC of approximately 200 miles round-trip, which would constitute at least a 2-hour response time. The approved housing supplement is at the request of DHS Director Thomas L. Garthwaite., M.D., to maintain sufficient flexibility in Ms. Pascascio's schedule to adjust to the needs of the Navigant consultant who will be commuting from out of state. It is also anticipated, that Ms. Pascascio will continue to spend a sufficient amount of time to maintain leadership visibility and optimum support of the Nursing Executive Staff at Olive View to initiate transition plans, including the hand-off of Olive View projects to an appropriate successor and "round-up" discussions with Olive View's CEO and COO.

**Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:**

Dellone Pascascio, R.N., is an accomplished nursing professional with 18 years of progressively responsible County management experience within the Department of Health Services, as well as 13 years of clinical and management positions within the private healthcare sector. Ms. Pascascio is currently Chief Nursing Officer I, Item No. 5404A, at Olive View-UCLA Medical Center where she has transitioning responsibility for Nursing Services/Operations and facility specific projects for a staff of approximately 900 FTEs. She also performs functions of Interim Patient Flow Director. Prior to her military leave, Ms. Pascascio's responsibilities as CNO at OVMC, included accountability for operational performance of the nursing/patient care components of medical services, inclusive of critical care and service line clinics; representing the CNO and serving as Co-Chair of the DHS RN Contract Negotiations Team; participation on the Workforce Development Program Steering Committee and Co-Chairing the Nursing Education Project Team; Co-Chair of Nursing Systems Assessment Taskforce for King Drew Medical Center; and Hearing Officer for DHS OHR Workforce Reduction/Mitigation grievance hearings.

Ms. Pascascio recently returned from a year of active duty assignment with the US Military in Operation Iraqi freedom (OIF2). In this capacity, she was accountable for Command and Control of the Medical Regulating Office for Joint Medical Taskforce, Iraq. She had responsibility to collaborate with Coalition Forces, coordinate inter-theater and intra-theater patient movement; direct intra-theater regulating/patient movement control of all Level 3 US Combat Support Hospitals in the Iraqi Area of Operations (AO); and accountable for the medical evacuation of wounded US soldiers off the battlefield to the echelon of medical care required. During her tour of active duty, Ms. Pascascio was accountable to the Med-Taskforce Commanding General with line responsibility to the Combined Joint Task Forces 7 Office of the Surgeons (CJTF-7 Surgeons Office).

Ms. Pascascio began her County career at High Desert Hospital (HDH) and served five years as Nurse Manager/Associate Nursing Director with responsibility for operational management of nursing services and clinical delivery of nursing care to patient care. As such, she had accountability for staff education, competency development, validation and evaluation, and procedure development. She later served as Clinical Nursing Director II and functioned for three years as Acting Chief Nursing Officer (CNO) for the Acute Care/Skilled Nursing Facility responsible to ensure nursing services readiness for licensing, certification, and accreditation surveys.

In 1994, Ms. Pascascio began service at HDH as CNO accountable for the administration of all aspects of nursing services delivery in acute and ambulatory care settings, as well as for personnel and practice oversight for Acton and Warm Springs Drug and Alcohol Rehabilitation Centers. Her duties included organizational and service specific policy development and implementation, administrative governance of nursing education, clinical staff development, ongoing competency validation, and program monitoring and evaluation, and redesign. She also directed nursing services quality improvement policies and oversaw integrated implementation.

Ms. Pascascio holds a Masters in Nursing Administration and a Bachelor of Sciences degree in Management, as well as a Nursing Diploma from California Hospital School of Nursing. Her education includes completion of military course advanced studies in Combat Training, Mass Casualty Management, Weapons of Mass destruction, and Patient Flow Management in High Intensity Conflicts.

**Provide the candidate's résumé or curriculum vitae – Attach electronic copy – SEE ATTACHMENT**

**Identify highest paid subordinate reporting to this position**

<b>Name:</b> Suellen Underwood	<b>Employee #:</b>	<b>Title:</b> Clinical Nursing Director II
<b>Name:</b> Constance Doyle	<b>Employee #:</b>	<b>Title:</b> Clinical Nursing Director II
Base Monthly Salary: \$9,591.00	Base Annual Salary: \$115,092.00	Range: R13, 2 <sup>nd</sup> Quartile
Calculated Monthly Salary: \$10,972.10	Calculated Annual Salary: \$131,665.20	

**Identify management position above the position requested**

<b>Name:</b> Antionette S. Epps	<b>Employee #:</b>	<b>Title:</b> Chief Executive Officer, Hospital Adm. II (UC)
Base Monthly Salary: \$18,750.00	Base Annual Salary: \$225,000.00	Range: R15, 4 <sup>th</sup> Quartile (above maximum)

## HUMAN RESOURCES

**Certify that the position is vacant and budgeted – Attach Item Control**

YES X NO

**Verify current salary of the individual for whom the request is being submitted.**

<b>CURRENT BASE SALARY:</b> Month: \$9,617.58	Annual: \$115,092.00 (+4% manpower shortage monthly bonus of \$384.703)
<b>CALCULATED SALARY:</b> Month: \$10,972.10	Annual: \$131,665.20 Range: R13, 2 <sup>nd</sup> Quartile
<b>PROMOTION:</b> Designate the proposed salary and percentage increase over current salary.	

**PERCENTAGE INCREASE:** 15.2% (base salary)

**PROPOSED SALARY:** Monthly: \$12,679.72 Annually: \$152,156.58 (+4% manpower shortage annual bonus of \$5,320.16 + 10% King/Drew Medical Center Assignment annual bonus of \$13,832.42)

<b>CALCULATED BASE SALARY:</b> Month: \$11,083.67	Annual: \$133,004	Range: R15, Control Point
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**Provide listing of all internal equivalent positions within facility/program – Attach electronic copy SEE ATTACHMENT**

**Verify that candidate is listed on the appropriate Certification List & is reachable – Attach electronic copy**

YES X NO

**DELLONE M. PASCASCIO, RN. M.N.****RESUME**

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**OBJECTIVE**

To directly influence the administration of nursing services at a senior leadership level. To organizationally and regionally represent Nursing Service and oversee the implementation and sustained performance of all aspects of nursing practice/standards including those related to workforce development, workforce competency management, and regulatory accountability for nursing related patient care policies.

**EDUCATION: Formal**

- 1994: University of Phoenix, Masters in Nursing Administration
- 1779: Pacific Christian College (Hope University) BS, Management
- 1978: Los Angeles Trade Technical College. Undergraduate courses
- 1973: California Hospital School of Nursing, Diploma
- 1970 Nursing pre-requisite courses.

**EDUCATION: Other**

- Combat Trauma Course (Baghdad, Iraq 2004)
- Mass Casualty Management, Weapons of Mass Destruction (US Military 2003)
- Consequence Management in NBC Incidents (US Military 2002-2003)
- Patient Flow Management in High Intensity Conflicts (Baghdad, Iraq 2004)
- Combined Humanitarian Assistance Response (FT Lewis, 2004)
- Medical Management and Leadership (USC 1996)
- Cultural Diversity Certification courses (DHS Sponsored).
- Media Training Course (DHS Sponsored 2003).

**EMPLOYMENT****1/05 to Present**

- Returned to civilian employment at L A County-Olive View-UCLA Medical Center, Sylmar, California with transitioning responsibility for Nursing Services /Operations, facility specific projects, and CNO representation at facility and system-wide committees. Also performs functions of Interim Patient Flow Director. Nursing Service FTE count of approximately 900.

11/03 to 12/04

- Active duty assignment with the US Military in Operation Iraqi Freedom (OIF2). Accountable for Command and Control of the Medical Regulating Office for Joint Medical Taskforce, Iraq.
- Collaborated with Coalition Forces and coordinated inter-theatre and intra-theater patient movement.
- Directed intra-theatre regulating/patient movement control of all Level 3 US Combat Support Hospitals in the Iraqi Area of Operation (AO).
- Accountable to Med-Taskforce Commanding General with line responsibility to the Combined Joint Task Forces 7 Office of the Surgeons (CJTF-7 Surgeons Office) for the medical evacuation of wounded US soldiers off the battle field to echelon of care which can best address soldier's definitive medical needs.

7/03 to 11/04

- On transfer to Olive-View- UCLA Medical Center as a CNO I, assumed administrative responsibilities for Medical Nursing Services. Accountable to the CNO II for operational performance of the nursing/patient care components of medicine services including critical care and service line clinics.
- As the CNO representative, co-chaired the DHS RN Contract Negotiations Team.
- As the CNO representative, sat on Workforce Development Program Steering Committee and co-chaired the Nursing Education Project Team.
- Advocated for and co-chaired the Nursing Systems Assessment Taskforce for King Drew Medical Center. Interim report submitted to DHS Operations Office in December 2003.
- Hearing Officer for DHS OHR Workforce Reduction /Mitigation grievance hearings.
- Involuntary Active Duty deployment in support of Operation Iraqi Freedom by Presidential order of the US Commander in Chief (CINC) November 11, 2003.

07/94 to 07/03

- CNO, LAC-DHS High Desert Hospital, Lancaster California. Accountable for the administration of all aspects of nursing services delivery in acute and ambulatory care settings as well as personnel and practice oversight for Acton and Warm Springs Drug and Alcohol Rehabilitation Centers. Approximate Nursing Services FTE count 318.
- Accountable to the CEO for organizational and service specific policy development and implementation, administrative governance of nursing education, clinical staff development, ongoing competency validation, program monitoring and evaluation and redesign. Directed nursing services quality improvement policies and oversaw integrated implementation.
- Successfully navigated /managed nursing services through the transition from patient centered care in an acute inpatient hospital to the delivery of nursing care in a multi-specialty ambulatory care center.
- Represented DHS and Nursing Services on numerous DHS System-wide committees including: Workforce Development, Workforce Reduction and Mitigation, Labor Management, Recruitment and Retention, Education, and Women's Health Policy.
- Responsible for development, justification, and oversight of nursing services operating budget.
- Served on DHS CRM Steering Committee to develop and implement a defined set of clinical pathways. Provided oversight for education of facility leaders and process champions including physicians and hospital administrative staff.

- Accountable to Hospital Administrator for licensing and certification of SNF and JCAHO accreditation of acute care/ambulatory care services.
- Actively participated at the community level with the Community Advisory group on service improvement issues.

#### 11/90 to 07/93

- Clinical Nursing Director II accountable to the Hospital Administrator for Nursing Administration and clinical operations in all areas where patient was delivered.
- Acting Chief Nursing Officer responsible for the delivery of nursing services and patient care in the 173 Acute Care/Skilled Nursing Facility. Ensured nursing services readiness for licensing, certification, and accreditation surveys.
- Directed the development and implementation of professional practice and clinical performance standards for acute and ambulatory nursing services.
- Directed nursing services preparation for licensing, certification and accreditation surveys.

#### 01/87 to 11/92

- Nurse Manager/Associate Nursing Director responsible for operational management of nursing services and clinical delivery of nursing care to patient care at High Desert Hospital.
- Accountable to the Nursing Director for staff education, competency development, validation and evaluation, procedure development, review, revision, implementation, and monitoring.
- Input into nursing services budget for assigned units.

#### 07/73 to 11/86

- Held a number of clinical and management positions at California Medical Center, Los Angeles and managed \$28 million budget as Division Director of two medical-surgical, a 32 bed oncology, and a 22 bed hospice unit. Relocated to Lancaster, California

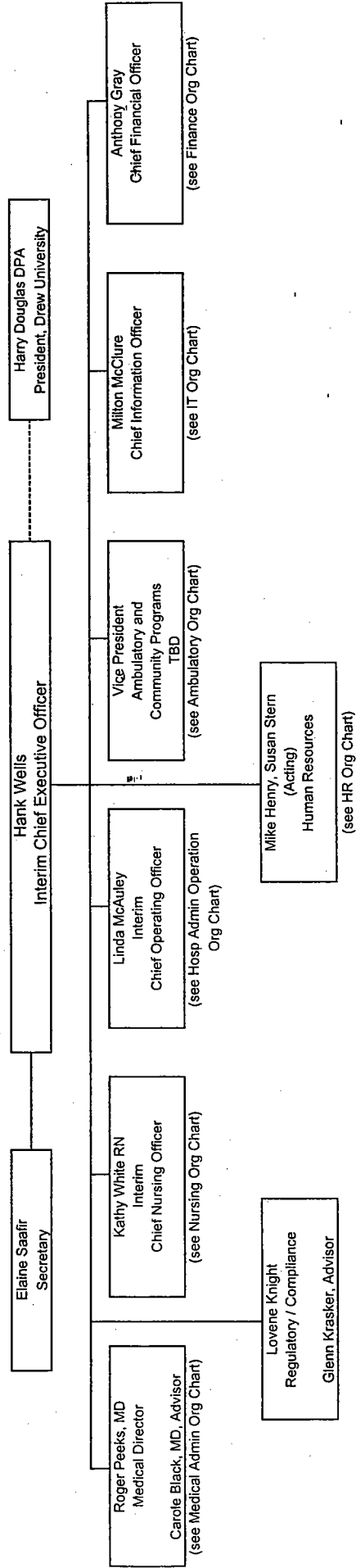
#### **Military and Professional Affiliations:**

- Brigade liaison to the Iraqi Nurses Association and Iraqi Nursing Council
- Brigade liaison to the Iraqi Ministry of Health, for transfer of patients to and from local Iraqi hospitals
- Brigade liaison to Dept of Defense (DoD) for eligibility of care determination and authorization to civilian contractors.
- Nursing Leadership Council, Central Region, Los Angeles, California
- US Army Reserve, Nurse Corps, Active
- Charter membership Western Pacific Chapter, Association of Military Surgeons of the United States (AMSUS).
- Consultant, Belizean Consulate, Office of the Consul General, Los Angeles (voluntary).
- Faculty, Graduate and Undergraduate Nursing Programs, University of Phoenix
- Consultant, Ministry of Health, University of Belize (voluntary)
- Health care/program advisor, John W. Young Jr. Medical Foundation (voluntary)
- Membership Caribbean Nursing Organization.

*Additional Information Available on Request*



# KING/DREW MEDICAL CENTER Hospital Administration



# KING/DREW MEDICAL CENTER Nursing Services

